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OFFICE OF TRAINING

DIRECTIVE

COURSE: Phase I - Orientation

BOC

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MISSION OF THE DCI

In discussing the Mission and Functions of the DCI this morning, we have elected to take an approach which is perhaps less definitive than others might be, but one which is more illustrative of exactly what the man does as opposed to the various things with which he is charged specifically by legislation, and by administrative direction of the National Security Council. A quite thorough and somewhat brief legal analysis could be made of the mission and functions of DCI by referring to the legislation that created the Central Intelligence Agency and the position of Director of Central Intelligence, the National Security Act of 1947. That Act was quite specific in charging DCI with responsibilities both as Director of Central Intelligence and as head of the Central Intelligence Agency. However, that approach I do not think puts in the best possible perspective the awesome responsibilities which reside on the shoulders of the incumbent in the position of the DCI. So in lieu of that kind of an analytical approach to the mission and functions of the DCI, exactly what does the man do, we've elected the approach of working out somewhat his responsibilities from three different points of view, and presenting it in that fashion.

Now, there are two generalisms I would like to mention first, if I may, which I believe have been covered in greater detail. I merely wish to tickle my own memory on it as well as yours, to make sure you put the mission of the DCI in proper perspective. I'm sure from previous talks in this course you've had reference made and some words given on the National Security Council, the NSC, and the Intelligence Advisory Committee, the IAC. Both of these units enter quite prominently into the manner of the discharge of the mission and responsibilities of the DCI, and we'll

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touch on them later. I would like to mention this in stating why DCI goes about his work. I have not depended to any great degree at all on my own knowledge or personal experience. In lieu of that, I depended a great deal on the background of two individuals who have been closely associated with the present and past incumbents of the position of DCI. A very brief word on both their backgrounds will give you some idea of the platform which they used to speak to me this morning. One of them is my present superior, the Inspector General, who's been in this organization some eight years. In the course of that eight years, he's been the Assistant Director for Operations; Assistant Director for Special Operations; for eight months he was Executive Assistant to Walter B. Smith when Smith was DCI; and for the last year has been Inspector General, immediately responsible to DCI. So there is an individual, I believe, who has had as close contact and as close an opportunity to observe DCI in action as anyone else.

The second individual is a former Special Assistant to the present DCI, who also served Mr. Dulles when Mr. Dulles was Deputy Director of Plans and Deputy Director of Central Intelligence. So by melting together the experiences of these two individuals, in the vernacular, the "horse's mouth rather talks" giving some words on how DCI goes about his business.

The missions and functions of DCI are pretty intimately tied up with the mission and functions of the National Security Council, and what responsibilities are given to CIA under the National Security Act of 1947. Very briefly, I would just like to mention the three statutory responsibilities--by that I mean legal responsibilities--given to the Central Intelligence or to the Director of Central Intelligence by the National

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National Security Council in matters pertaining to intelligence, and to recommend on the coordination of intelligence agencies. It secondly directs DCI to provide a central correlation, evaluation, and dissemination of substantive intelligence. It thirdly directs DCI to assure the central performance of certain services of common concern. So theirs is the law telling DCI what he must do.

Now, in considering DCI discharging his responsibilities, two basic considerations come into mind. One of these, or both, may have been touched upon before, but at the risk of being repititious, I'd like to mention them, because they're highly essential to this point of what DCI does. The title of DCI stands for the Director of Central Intelligence, and not for the Director of the Central Intelligence Agency, and there's a world of difference between those two titles. The powers of Mr. Dulles as Director of Central Intelligence are far greater and far more encompassing than his powers as Director of the Central Intelligence Agency. By law, when he acts as Director of Central Intelligence, he has coordinating authority and responsibilities over the various governmental agencies which have legitimate departmental intelligence responsibility. I'm sure you're quite aware of the fact that over and above CIA, Army, Navy, State, AEC, the Joint Chiefs, FBI, all have legitimate intelligence responsibilities, and DCI, as Director of Central Intelligence, is charged with coordinating their activities.

The second basic truth in looking at the mission and functions of the DCI is the old saw about "What's the job of an intelligence officer?" Again, in the vernacular, the best current manner of comparison is to compare the intelligence officer to Sgt. Joe Friday of the Los Angeles Police Department—get the facts. The role of the intelligence officer

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is to get and present the facts. If the facts are so presented that they lead into logical deductions, that's fine; but it is not the policy of the intelligence officer, no matter what his level, to make policy or to make decisions based on the facts. That is not his job. He's not paid for it, nor does he do it. If he's found doing it in CIA, he's into a lot of trouble. The role of the intelligence officer is to present the facts, and that's it.

Now, after all that rambling preamble, let's look at the missions and responsibilities of the DCI a bit. For illustrative purposes, these can be put, I think, into three different spheres. Number one, there are certain things which DCI himself must do because he is charged with them by law, or for reasons of protocol. He is the number one boy; he must do it himself. So that's one way of looking at the DCI's job. He's charged by law with doing certain things or, as the number one individual involved in intelligence, protocol-wise, he must do them.

Another look at the mission and responsibilities of the DCI is to observe him in his role as executive head of the Central Intelligence Agency, another very vast responsibility. Perhaps a little more penetrating analysis of his mission and responsibility entails a look at some of the problems that confront the incumbent of the position of DCI. So we'll run through these three spheres and see the different perspectives of the position. DCI, acting as an individual who's responsible for intelligence matters to the United States Government, is in effect the chief intelligence officer of the United States Government. DCI is to intelligence as the Secretary of State is to foreign policy. He is Mr. Intelligence. The incumbent of DCI acts as the chief intelligence officer to the President of the United States, working through the National

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Security Council. He acts as chief intelligence officer to the heads of the executive agencies and the departments of the government. He is the official spokesman on intelligence matters. As the chief intelligence officer, he's responsible for presenting the latest intelligence on the broadest front possible, based on total governmental resources. He cannot depend only on his own Agency, the Central Intelligence Agency. He represents the intelligence community of the federal establishment. Now, in acting as chief intelligence officer of the United States Government, DCI is assisted by a body above him and a body below or comparable to his own level. He is responsible to the National Security Council. This responsibility is discharged in a variety of ways. To the National Security Council he presents intelligence estimates. National Intelligence Estimates. These, stature-wise, are the highest intelligence reports in the government. Secondly, he makes recommendations to the National Security Council as to what intelligence unit or agency of the government should take action on any phase of intelligence. A new development presents itself in the world tomorrow that's of interest to the U.S. Government. Someone must take official cognizance of it, report on it, etc. Who should do it? Perhaps it's primarily a matter of concern to the military. The Department of the Army would be the logical one. Perhaps it's a matter that cuts across the boards. Then a great amount of coordination is necessary. Someone, namely DCI, must recommend to the National Security Council who should get the responsibility. The second body is composed of the chief intelligence officers of Army, Navy, Air, State, FBI, AEC, Joint Chiefs of Staff, is chaired by the Director of Central Intelligence, and is called the Intelligence Advisory Committee, the IAC. It's a consultant body created to assist DCI in his relationships with the

It works in the fashion of being a sounding board panel, where the coordination responsibilities can be thoroughly discussed before DCI goes forward to the National Security Council and makes a recommendation as to who should get certain responsibilities. It prevents these recommendations from being made in a vacuum, and the National Security Council is aware, when DCI presents a recommendation, that this matter has already been discussed among the proper members of the intelligence family, so we know that we don't work in a vacuum. Secondly, the IAC is that body where National Intelligence Estimates are thoroughly hashed out and staffed out before they are officially published as U.S. Intelligence Reports. Various agencies have their own opinions as to how these estimates should read. All these matters are put on the table at IAC meetings. As a matter of mechanics, the Intelligence Advisory Committee meets on a Tuesday, generally around 10:00 to 1:00, in the Administration Building of this Agency. The following Thursday mornings the National Security Council meets. The meetings of the Council are always opened by the DCI, who presents an intelligence brief on world conditions, with emphasis as it is necessarily due in the light of those conditions. So, IAC meets on Tuesday. NSC meets on Thursdays. Now, I understand from

25X1A9a Mr. [REDACTED] that you had called to your attention, and perhaps a great many of you have already read, an article that appeared in the U.S. News and World Report of 19 March of this year. The article was one of the standard features of that magazine, a so-called interview with a national celebrity, this celebrity being DCI. I have gone through that article and have combed from it questions and answers that bear on these responsibilities of DCI as we hit them. I'd like to mention one or two things so we get these in perspective also. Firstly, you may have read this, but I

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don't think it will be particularly repititious to go through this again, because it's seen in a little different light when pulled out of context. Secondly, and particularly to a group that represents the clandestine services, it must be remembered that Mr. Dulles is writing for an overt publication which is just as available to the Kremlin as it is to Union Station, so his words of necessity are quite guarded. But nevertheless, they are at times very valid to some of these points.

At one part in the discussion, Mr. Dulles addressed himself to this matter of our relationship to the National Security Council, the IAC, and how agreement is arrived at--if agreement is to be had--on the National Intelligence Estimates. The question was, "Can you evaluate the use to which you put your information on the matter of guidance, policy making, and so on? Is this information being utilized every day, for instance? Is it used in policy making?" Well, Mr. Dulles replied,

"I think it is becoming more and more so. The estimates that we make are used as the intelligence basis of the policy papers. Each week at the meeting of the National Security Council, I have the opportunity to brief the Council on any new developments during the past week, and to give the intelligence background for papers that may be on the agenda for discussion. In doing that, I coordinate with the other intelligence services of the government to see if they have any intelligence that they would like to have me give, and so I try to represent not just the CIA but the intelligence community as a whole."

He was then asked, "Do you present a positive interpretation, or do you present two views?" To which he replied,

"I would present my views as director of Central Intelligence. If there is a dissent from that view, I would indicate it."

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"Do you present many papers that way?"

"Quite a number. I'm inclined to encourage split papers rather than the wishy-washy product that comes when people who don't really agree try to find vague expressions to breach a disagreement. I think that's the worst thing in intelligence. Let's have a clear-cut statement. If there is a clear-cut difference, let the policy makers consider that fact."

In addition to his relations with the National Security Council and with the Intelligence Advisory Committee, DCI must concern himself with making sure that the other statutory responsibilities he has are being well discharged. He must make sure that dissemination, which is all important, is properly carried out throughout the government; that information gets to those individuals who must have it in the process of their normal work. Also he must take cognizance of the old need-to-know principle. It's a big responsibility. He must make sure that certain central services are adequately performed for all members of the intelligence communities. CIA itself presents, or has responsibilities for certain common services—contact division of the Office of Operations, which has responsibility for contacting domestic sources of foreign intelligence information as a common concern unit to all Intelligence Advisory Committee agencies. There are many common concerns for IAC performed by CIA. DCI must assure himself that those are well performed, and in return that the common services performed by Army, Navy, Air, etc., are up to par and everyone is satisfied with the results. A great amount of DCI's time goes into this matter of things he must do because he is DCI. He must make certain briefings. He must brief the White House ad infinitum concerning world conditions. He must appear before certain

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Congressional committees, to give his advice as DCI. As DCI he must deal with certain Cabinet offices which have that type protocol rank, and feel, and rightly so, that they should do business only with their co-equal, namely DCI. These are very time-consuming things. So much for the activities of the man as DCI.

Let's take a brief look at the man working as executive head of the Central Intelligence Agency. This in itself would be enough of a job to keep five brilliant geniuses busy for a considerable period of time, let alone a position to be filled by one man who has other greater responsibilities. When you give consideration to the fact that the Central Intelligence Agency today involves itself in every known facet of intelligence work, you get some concept of the vast responsibility it has had. CIA does collection work, both overt and covert. It does dissemination work, and evaluation work. Evaluation is done both regionally and functionally. It does correlation and coordination work. It engages in that field known as executive action--PP and PM type activities. It runs the entire gamut of the intelligence field known to man. And DCI is responsible for every gimmick that occurs, whether it be good and he gets the plaudits, or whether it be bad and he gets the blasts. The head man's responsible. Many of these factors tend at times to be self contaminating and self conflicting, and the discharge of their responsibilities must be closely watched. You in DD/P are probably aware that certain overt collection activities at times can react adversely on certain covert collection activities. There must be the highest type of coordination. This is true in the use of your cover, things of that nature. These are all responsibilities that DCI must intimately concern himself with day in and day out, to assure himself that his Agency is functioning properly.

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Now, let's look at the record again and see what the DCI thinks of his job as head of the Central Intelligence Agency. He was asked this question: "Is the Central Intelligence Agency connected with any other department of the Government, or is it an independent agency of its own?" To which he replied,

"The Central Intelligence Agency is under the National Security Council and, hence, is under the President directly. It is an independent agency. My relations with the State Department are exactly the same as my relations with the Department of Defense. Those are the two departments, naturally, with which I have the most business to transact. I also work closely with the Joint Chiefs of Staff."

"But you operate completely independently of them?"

"Yes, except that I often look to them for policy guidance and support, and where we are operating in a zone of U.S. military occupation or operations we have special responsibilities to the theater commander."

"What are you occupied with mostly in your work - with analysis of information that is available to everybody?"

"Many agencies collect intelligence. Then the processing of this intelligence is divided among the agencies by the National Security Council directives. For example, Army handles its intelligence; Navy, naval, etc. This processed intelligence is then used on a joint cooperative basis to prepare estimates, which are analyses of the sum total of all intelligence and a projection into the future of what may develop. A great deal of our work is related to the analysis of intelligence. It is not so much analysis of information that we get from the public as of information that we get from all the intelligence sources of Government."

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He was then asked whether his sources of information included the military, to which he replied,

"Oh yes, including the military. We also get information from the State Department. We get information from our own sources." Appears to be somewhat deprecatory of the DD/P activities, but again, it was written for an overt publication.

Now, how is DCI as head of Central Intelligence Agency equipped from a personal point of view to get his responsibilities discharged in the best possible fashion? You're familiar with the chart of organization which encompasses all the so-called major components, of which there are six these days: DD/I, DD/P, DD/A, Commo, Training, and Personnel. We won't go into those, but we'll take a complete look at the immediate organization of the DCI's office. In addition to himself, as the executive head of the Agency, there is, as you well know, the position of Deputy Director of the Central Intelligence Agency, presently held by Lt. Gen. Charles Cabell, United States Air Force. The position of Director and Deputy Director of the Agency are served by a general or executive secretariat, the usual group. You have the general secretary and the general staff set up by the military. It's composed of an executive assistant, four or five special assistants, who are charged with specific responsibilities. I imagine you've had word mentioned of the Operations Coordinating Board, that unit which replaced the Psychological Strategy Board--this sounds like New Deal, I'm afraid. There's a special assistant charged with the responsibility of carrying on our liaison with the Operations Coordinating Board. There is a special assistant charged with press and public relations responsibility. Now, this seems a bit strange,

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officer or a public relations officer. It suffices to say that his responsibilities and his approach to his position are of the negative type and not of the positive type. He's not trying to sell a product. He's trying to safeguard a product. Continual inquiries always come to CIA whenever CIA's name hits the papers. CIA's name hit the papers yesterday. I dare say the special assistant, Col. Steve Grogan, who handles press matters, had the lights in his phone looking like a Christmas tree sometime late yesterday afternoon. It's his position, his responsibility to handle these matters. Many publications, some more reputable, some less reputable, at times wish to run articles on CIA. You can have the type that was run by Look two years ago, by John Gunther, called "Inside CIA", complete with pictures and all. A well-staffed-out article. The Agency will not claim clearance to articles, but will read them, and make comments. You will also have articles written at times by some of these 5 x 8, ten cent pictorial type magazines that feature cheesecake on the front page, and say, "If you want to be a spy, write 2430 E St." There's nothing very much we can do about those, and the publications usually fold up anyway. But that's the type of work he does. It's a negative and not a positive approach. He attempts to protect the Agency from publicity which would be harmful to its operations.

One essential unit in the assistance to DCI as head of this Agency is the existence of the Cable Secretariat. The Cable Secretariat, as units go, is relatively new. It was created about 18 months ago. Prior to its existence, the Office of Communications operated a signal center, which had responsibility for disseminating copies of all incoming

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and outgoing cables either on the basis of standard distribution lists or on the basis of the need-to-know principle. It was the feeling of General Smith that communications in the general sense of the word, the passing of information of a technical means, was a matter of direct responsibility to the head of the Agency. He therefore created a Cable Secretariat directly responsible to him, who moved from the Office of Communications. The Cable Secretariat is now the recipient of all outgoing cables before they are processed by the Office of Communications, and the recipient of all incoming cables after the Office of Communications has decoded them, but before they are disseminated. It is the responsibility of the Cable Secretariat to insure that those individuals who have a need to know the information get it, and that those who don't have a need to know don't get it. It's an involved operation, a complex operation--it's based on years of experience in the Army running Message Centers. It's here known as the Cable Secretariat. The DCI as head of the Agency is assisted by the Inspector General's Office, where yours truly is assigned at the moment. Inspector General's Office, again, is relatively new as units of this organization go, perhaps three years old. It now has its second incumbent as Inspector General. It's a relatively small office, and as all of us think when we are assigned to a place, it's too small. Which means you have too much work to do, but then we all do. It has two primary responsibilities: It acts as pro-council for the employee and pro-council for the Agency, depending on the facts of the matter at hand. Any employee who has had an idea, complaint, suggestion, agreement, has called it to the attention of the chain of command under which he serves, and has not received what he thinks proper consideration for it, is free

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and urged to come to the Inspector General's Office and present the matter. The IG's Office is not, as it is in the military, in the chain of command. It's a staff function, and has a recommending power. It does not have the authority per se; it's not a command unit. The matter is heard out, investigation is run on the facts of the matter, and recommendations are made to the proper Deputy Director or to the Director, as the case may be. The second main function performed by the IG's Office is conducting something relatively new, called Unit Surveys, which are more or less rather generalized look-sees at units of organization from the point of view of how they're organized, how they're run, the adequacy of the central product they turn out, the existence of any duplication, and to ascertain if possible the status, the general morale, etc. These have been in existence for about eight months; perhaps four of them have been conducted so far. A new enterprise, we're learning while we're doing it, but it's something which is proving extremely valuable to the Director, who is the recipient of these reports. CIA is a vast, large, complex, compartmented, and physically sprawling organization. One of the greatest difficulties of the head of the organization is to know what's going on, and the IG reports are proving of assistance in that case.

Another means that the DCI uses to help keep on top of his job is the normal staff meeting which is held three times a week in the Administration Building, attended by the Deputies, the General Counsel, the Inspector General, and other individuals whose presence may be called for by the agenda. The existence of the operational log, which is quite a normal thing in this kind of work, will continue on a 24 hour basis. Notes of intelligence or administrative or operational interest are

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morning the first thing he does is look at that operational log and see what transpired the night before. He's probably had his sleep interrupted four times to be told of it anyway, but the operational log keeps him constantly in touch with operational matters. The existence of the Project Review Committee, which some of you in DD/P are probably quite familiar with, is an excellent way of keeping the Director posted on what the plans and proposals are for operations in the clandestine services, and in all units of the Agency, although clandestine services use PRC more. The Project Review Committee, as you probably know, is composed of the Deputy Director of the Agency as chairman; the three Deputy Directors, Intelligence, Administration, and Plans, as voting members; and as advisors, the Comptroller, the General Counsel, and the Inspector General. The basic criterion for a project going up for consideration by PRC is cost--25,000 bucks. That's generally the cutting line. There are other considerations; a project that's going to cost five cents can be sent up if the man responsible for it wants policy advice and guidance. But the Projects Review Committee is not an approving body only; it's a recommending body. It recommends approval or ammendment to the Director. It does not approve in its own name. So much for a look, brief as it was, at DCI as the executive head of the Central Intelligence Agency. I would like to say again what I said at the beginning of the little discourse on his job as head of CIA. CIA engaged in every known facet of intelligence operation. It is a vast and awesome responsibility.

Now let's take a look for a moment at some of the problems that face the incumbent of DCI both as Director of Central Intelligence on behalf of the United States Government, and as executive head of the Central

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Intelligence Agency. The point may be extremely obvious, but worthy of mention. World conditions are such that it's well known where intelligence interest resides, and the most terrific operational problems in the mind of DCI must well be of a two-fold type. How can he get sources of information behind the Iron Curtain, or the Bamboo Curtain, and just as important, when and if he gets those sources of information, how can he get this information back? It's not the most difficult thing in the world to ascertain the tobacco situation in Cuba or the bean situation in Bolivia, but if you have it fully at hand and are fully aware of it, how much better off are you in those parts where things really count? It's obvious where the dividends are made in the business, and if intelligence is what it is so often referred to as the first line of defense, then again information on and from the Iron Curtain areas becomes of the highest significance possible. And the man who is the incumbent of DCI will realize that that's where he stands or where he falls. It must be a matter of tremendous concern.

Another matter of concern is the matter of relations of three types, and these go more to the position of head of the Agency than of Director of Central Intelligence. Relations of the Congressional type, the press type, the public type. Now, it's well to have a press officer who can handle certain things, but again in many cases only the head man will suffice. Let's take a little look at these three segments of relations for a moment. Congressional relations.

We live, thank God, in a representative form of government. Congress controls the power of appropriations. Congress, of right and of necessity, must be given certain information in order to guide its judgment in making appropriations, and in order to assure itself that the taxpayer's dollar

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is being well-spent. A great amount of time, on the part of the head of this Agency, is spent before Congressional Appropriations Committees of the House and Senate. In addition to spending a great amount of time before those Appropriations Committees, we have responsibilities to the House and to the Senate Armed Forces Committees, who have functional interest in the Agency--they work so closely and are allied so closely with the military that they have great functional interest in what we do. On many occasions only the presence of the head man will suffice. This is quite normal, but it's quite time-consuming. It's quite time-consuming because many of these appearances and many of these matters are like an ice-burg. DCI might appear before a Senate Appropriations Committee for two hours, and you would think that was a long session in itself, but the major portion of the iceberg is below the surface; the man may have had to take six, eight, or ten hours to be properly briefed in order to give a two hour presentation and answer questions from the Committee table. A six, eight, ten hour period may not seem like a long time in the span of life, but when you have such tremendous responsibilities and pressures on you, it is a tremendous period of time.

Press relations, public relations, tend at times to become one, and can also end up in Congressional relations. Let's take a look at one or two examples. You might have an employee with you who becomes a disgruntled employee, and who becomes an ex-employee. I mentioned previously and I mention again that CIA is a large organization. We at times may be responsible for having some disgruntled employees who become ex-employees. But the law of averages will also give us many employees who would have been ex-employees no matter where they worked. The law of averages will

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give you a certain shake of the dice. You're going to get some of them. An ex-employee leaves, he retains legal residence in the state, he has a Congressional representative, the Congressional representative has to depend on his constituents to return to Congress. The ex-employee gets in touch with his Congressman, and zowie--the letter comes. John Jones is unhappy, and claims A, B, C, D, E, and I would appreciate your advice, Mr. Dulles, as to what brought this situation about. And this goes on. John Jones, the ex-employee, may also have some propensity for publicity, so he may get in touch with certain newspapers, magazines, certain columns, and you've got a press relations problem on your hands. Public relations have another and much more interesting aspect at times. I was never aware until some eight months ago, when I started in my present position, of the number of individuals in this country who are highly patriotic and who possess a fine degree of cosmic powers, supersensitive perception, and mystic readings. I think it's all due to insomnia, because most of them seem to wake up at 4:00 in the morning with a cosmic banging in their heads, and the first thing they do is sit down and write a letter to Mr. Dulles and they say, "The bomb is going to drop in Manhattan at 4 tomorrow morning. I told you so." Now, that's a nice problem. This individual is patriotically motivated. He's a taxpayer. He's got a Congressman who likes to see his constituents well treated, and rightly so. Now, you can treat this man very nicely, but if you treat him too nicely, you're going to get the benefit of his next cosmic reading. So it's a little difficult at times.

The matter of Congressional relations is a very difficult one from the point of view of the power and authority of the Congress of the

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United States to conduct investigations, to make recommendations for legislation.

In the article in U.S. News and World Report, the present incumbent of DCI is asked a question regarding this particular aspect of Congressional relations. The question is, "What can you tell us about the rumors that CIA is to be investigated by committees of Congress?" In reply he said,

"I have no way to judge about that, and, as I just mentioned, we are already in close touch with the armed services and appropriations committees. I would like to say this about investigations. Any investigation, whether by a congressional Committee, or any other body, which results in a disclosure of our secret activities and operations, or uncovers our personnel would help a potential enemy just as if the enemy were able to infiltrate their agents right into our shop. If it were necessary to go into the details of operations before any committees, anywhere, the security of the operations would quickly be broken. You couldn't run an intelligence agency on that basis. No intelligence agency in the world is run on that basis. In intelligence, you have to take certain things on faith. You have to look to the man who is directing the organization and the results he achieves. If you haven't someone who can be trusted, or who doesn't get results, you'd better throw him out and get somebody else. "

So much for the looksee of the three aspects of DCI's performance of his mission, as DCI, as Director of the Agency, and as a man who's got a tremendous number of problems on his mind. It would be of interest to hear one other quote from Mr. Dulles, and that is his answer to this question:

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"Now that CIA has had a trial run of about seven years, how would you sum up its accomplishments? Is it here to stay? Is it doing a good job?" To which he replied,

"I am probably a prejudiced witness. The real test will be whether the CIA properly serves its customers, those who formulate our policy in National security matters. Today's world is a very complicated one. Policy, whether in the field of diplomacy or defense, must be based on the best estimate of the facts which can be put together. That estimate in turn should be given by some agency which has no axes to grind or backs to scratch, and which, itself, is not wedded to any particular policy. That is our job in CIA. If we carry it out honestly and fearlessly, we can fill a real need in Government. And we can't do that job by living in an ivory tower. We need the help of all the other intelligence agencies in the Government. Whether the CIA is doing a good job I must leave to others to answer. In intelligence work, one should never be satisfied and always seek to improve. Personally, I think we are improving. I am proud of the personnel that we have got together and of their loyalty and dedication to their work. I consider CIA an efficient organization."

Only one other thing, I think, is pertinent to the subject matter this morning, and that is this: I don't think words are adequate--at least the words at my command--to describe the weight of the responsibility that resides on the shoulders of that man. I have the greatest respect for the intestinal fortitude, and that can be said with greater economy of words, for the intestinal fortitude of the man or woman who aspires to the position of DCI. They don't know what they're getting into. There are pressures from the military establishment, pressures from the White

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House, there are conversely administrative pressures from the Bureau of the Budget, which seem to deny the pressures that come from other places. It's pressure, pressure, pressure, and if the presidency of the United States is the man-killer it's described to be, the Directorship of the Central Intelligence is not far behind it. I don't know whether the nature of my remarks this morning have been such that they bring to your minds any questions. If they do, I'll be glad to answer them within the obvious limits of security and my own intelligence.

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